

STATE OF CALIFORNIA
Department of Motor Vehicles

A black and white photograph of the California State Capitol building, featuring its iconic dome and classical columns. The building is partially obscured by a large, curved white graphic element that sweeps across the right side of the page. In the foreground, there is a fountain with several water jets. The overall design is modern and official.

Strategic Business Plan

JULY 2002

STEVEN GOURLEY
Director

EXECUTIVE OVERVIEW

The Department of Motor Vehicles (DMV) is a customer service organization generating over \$6 billion annually. The public relies on the DMV for driver licenses, identification cards, vehicle and vessel registrations, occupational licenses, and driver safety. A wide variety of other services not traditionally associated with DMV are also available – voter registration, identification of parents delinquent in their child support payments, and organ donor cards. We are the most accessible state government point-of-contact for Californians because of our numerous office locations that serve the public.

We recognize, in the wake of the September 11, 2001 tragedy, document security, accurate records, and verifying identification are issues of national and state concern. We share these concerns with our fellow citizens, as reflected and addressed in this plan.

We are the department Californians identify most often as the face of state government, which is why our fundamental focus is to provide prompt, courteous, accurate, and complete service to the public. To accomplish this, each of our employees must do their job. . . and they do!

The DMV's success is due to the dedicated efforts of our greatest asset, our employees. We have a sense of family, built by loyal, long-term and multi-generational employees. We have a can-do spirit driven by an intense focus on our customers. We utilize our skills and resourcefulness to effectively serve a growing population and to implement new mandates on limited budgetary resources.

This plan was developed in accordance with the Strategic Planning Guidelines published by the Department of Finance, May 1998. Our streamlined strategic planning process focuses on the challenges California and this department face. Ultimately, the success of this plan will be measured by how well we meet the needs of our customers.

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MISSION, VISION and CORE VALUES

The following are the mission, vision and core values of the department. The mission statement succinctly describes our purpose. The vision statement identifies our overarching target. The core values define the principles that guide us in our daily activities.

Mission

Administer the Motor Vehicle Laws

Protect and Secure the Public Interest

Serve the Public

Vision

The California Department of Motor Vehicles will be the nation's leader in motor vehicle administration, recognized for attaining "One-record, one-license, one-identity" and providing unrivaled customer service.

MISSION, VISION and CORE VALUES

Core Values

Honesty and integrity

Respect and consideration for each
employee and customer

Accuracy and quality in all our
products and services

Innovation

Leadership

DEPARTMENT OVERVIEW

Californians depend on the use of their vehicles for day-to-day activities. It is critical that they have secure and valid vehicle registrations and driver licenses to safely enjoy the freedom of the road.

DMV is one of the largest departments in the state. We provide a wide variety of products and services to meet the needs of the motoring public.

Annually our employees:

- Collect over \$6 billion in revenue.
- Issue over 5 million Driver Licenses and Identification Cards.
- Complete over 31 million customer transactions at our field offices.
- Answer over 22 million phone calls through our Telephone Service Centers.
- Mail over 33 million billing notices.
- Register over 30 million vehicles.
- Issue over 6.1 million vehicle titles.

DEPARTMENT OVERVIEW

DMV is responsible for administering four core programs:

Driver Licensing (DL)- We promote highway safety by regulating the issuance and retention of driver licenses. This program licenses safe drivers, oversees financial responsibility of vehicle owners and operators, provides identification services, and oversees the Proof of Legal Presence requirement. This program also issues tamper-resistant driver licenses and identification cards, renews driver licenses by mail, and issues duplicate driver licenses.

Driver Safety- We promote highway safety by screening high-risk driver license applicants for driving competency and regulating the control and improvement of drivers who become a safety risk. We conduct interviews, re-examinations and hearings.

Vehicle Registration (VR)- We regulate the registration and titling of all vehicles, vessels, trailers, and motorcycles including commercial vehicles used for intra/interstate commerce. We are responsible for such products and services as electronic title for lien-holders, verification of smog certification for vehicle renewal, vehicle renewal via the Internet, and the Environmental License Plate program. Other state and local agencies receive revenue collected and distributed by the department.

Occupational Licensing and Investigative Services- We provide consumer protection through the licensure and regulation of occupations and businesses related to the manufacture, transport, sale, and disposal of vehicles. We also regulate all occupations and businesses related to driving and traffic schools.

INTERNAL AND EXTERNAL ASSESSMENT

Introduction

Following are key points management considered in developing this plan. We obtained internal and external input from customer groups, the motor vehicle industry, and our employees. The results helped us to understand our customers' expectations and to develop our goals and objectives accordingly.

Internal Assessment

Through an internal survey, employees identified and focused on the following areas for improvement:

- Clear direction and decisiveness from our leaders
- Internal communications
- Teamwork
- Selection, promotion and training of employees
- Rewards for employee achievement
- Employee support and respect

INTERNAL AND EXTERNAL ASSESSMENT

External Assessment

Through a series of stakeholder interviews, surveys, and questionnaires, input was gathered from the general public, law enforcement organizations, federal agencies, courts, private industry, business partners, automobile dealers, and other licensees.

Key External Opportunities

- Focus on customer service improvements
- Simplify processes for customers and employees
- Successfully implement large scale technological changes
- Create alternative methods for payments and services

Key External Threats

- Transactions have complex requirements
- Fiscal restraints

GOAL 1: Continuously improve the integrity, quality, and security of products and services to our customers.

Objectives and Performance Measures

- A. Improve our business practices and infrastructure to achieve greater efficiency and effectiveness.
 - Reduce the average driver license transaction processing time.
 - Reduce the average vehicle registration transaction processing time.
 - Increase the number of offices with advanced IT network capability.

- B. Improve customer service through new technologies and partnerships.
 - Increase the types of service transactions available through alternative delivery methods.
 - Increase the percentage of satisfied field office customers.
 - Increase the percentage of customers satisfied with telephone technician and alternative service.
 - Reduce the percentage of applications requiring a Social Security Number (SSN) verification that did not verify on the first attempt.

GOAL 2: Enhance consumer protection and employee/public safety

Objectives and Performance Measures

- A. Strengthen the policies and procedures used to significantly reduce fraud and identity theft.
 - Reduce the number of driver license/identification card applications proven as fraudulent.
 - Reduce the number of investigated cases proven to be fraudulent.
- B. Strengthen traffic safety and consumer protection programs.
 - Reduce the number of documented Driving School violations.
 - Reduce the number of documented Traffic Violator School violations.
- C. Strengthen the vehicle registration and titling programs.
 - Reduce the number of delinquent vehicle registration renewals.

GOAL 3: Continue to develop a satisfied, professional and skilled workforce that is motivated to deliver unrivaled customer service.

Objectives and Performance Measures

- A. Maximize employee knowledge, skills and abilities.
 - Increase the overall average rating employees receive on their Report of Performance appraisals.

- B. Further invest in employee training and job preparation.
 - Increase the percentage of employees completing the minimum required training for their classifications.

- C. Improve our ability to initiate and manage change.
 - Improve the overall employee perception that policies, procedures and operations have a customer service focus.

APPENDIX A: Strategic Planning Methodology

DMV utilized a public sector strategic planning model consistent with the Department of Finance Strategic Planning Guidelines. Our application of the model is described below.

Mission/Vision/Core Values

The 2002/2003 Strategic Business Plan uses a top-down approach establishing the department's strategic direction. The Director initiated the process by crafting new mission, vision and core values statements. These set the tone and direction for development of the goals and objectives.

Goals/Objectives

Executive management developed the goals and objectives for the plan. They also considered the primary internal and external issues facing the department.

Performance Measures

Our Business Enterprise Sponsor Team (BEST) developed the performance measures for this plan. This group consists of upper-level managers from throughout the department.

Targets

The targets identified were set by executive management, based upon available data.

APPENDIX A: Strategic Planning Methodology

Monitoring and Evaluation

A monitoring process will be developed and managed by the Project and Planning Competency Center, that includes:

Data Source- identifying data sources for each performance measure.

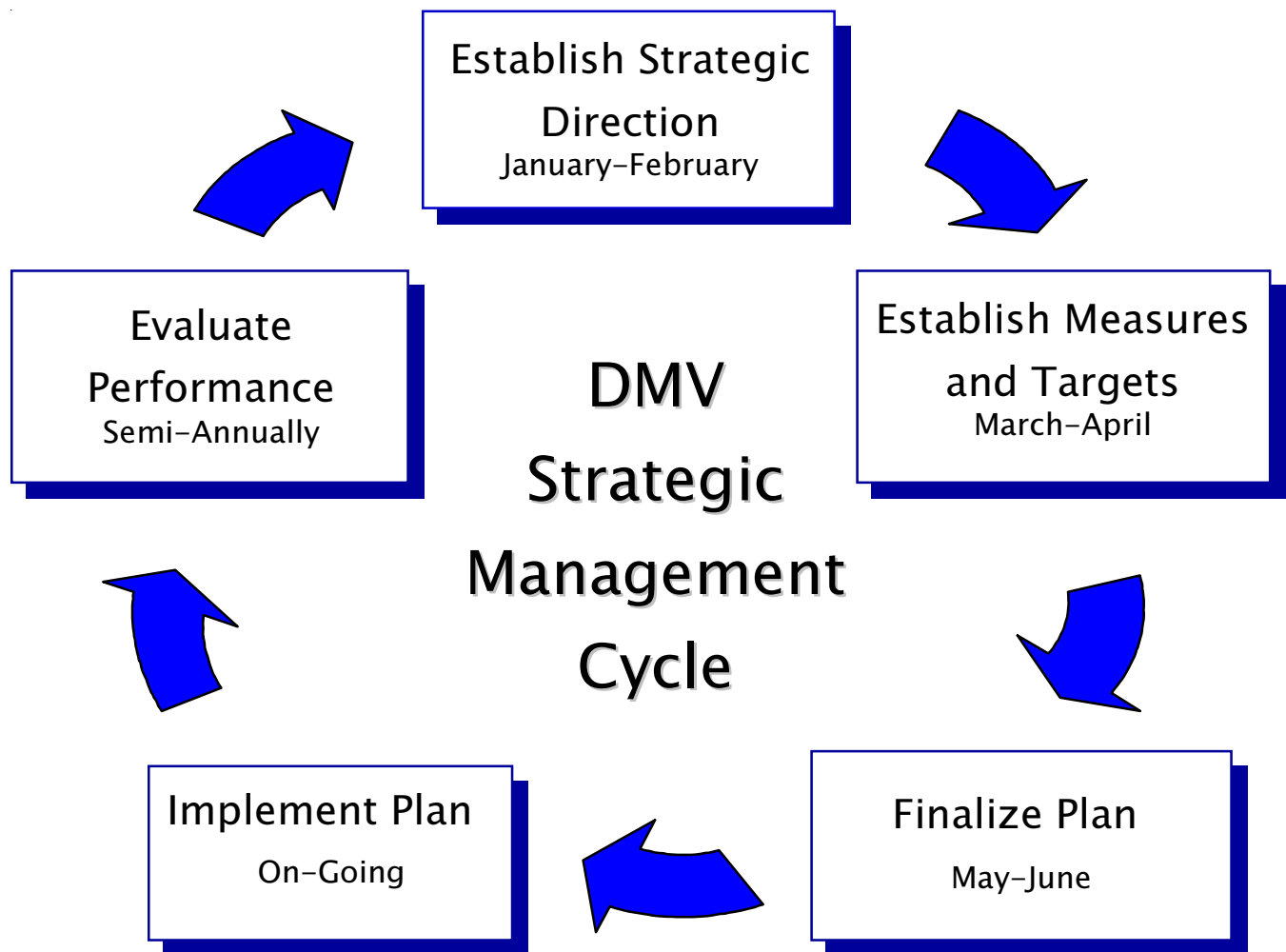
Targets- coordinating the development and tracking of targets for each performance measure.

Data Collection/Tracking- a database for all performance measures will be developed and updated on a monthly basis.

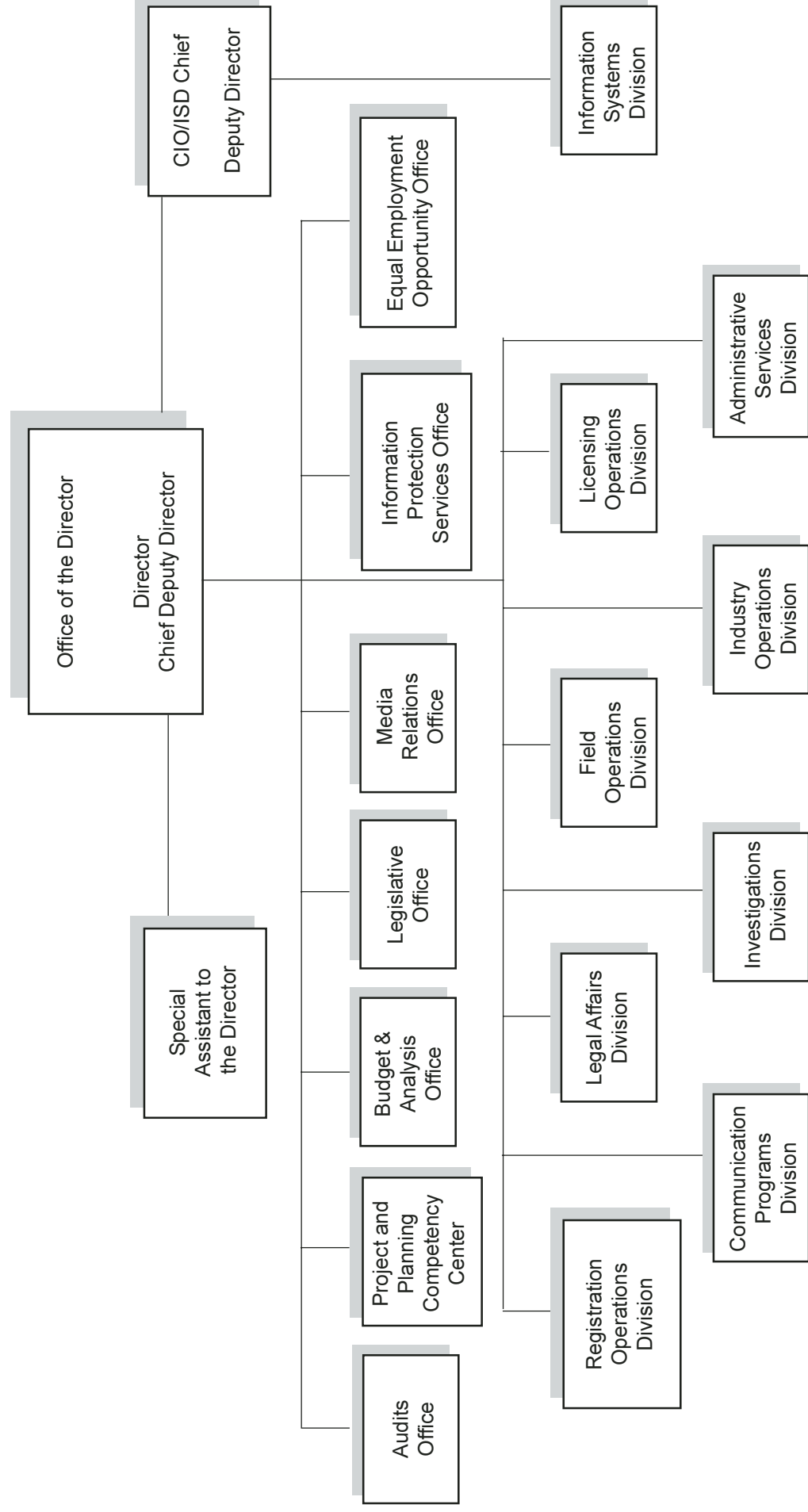
Evaluation- progress towards achieving performance measure targets will be reported to management semi-annually.

APPENDIX A: Strategic Planning Methodology

The DMV's strategic management cycle incorporates all program areas and continues throughout the year with the major planning steps occurring as shown below:



APPENDIX B: Organizational Chart



APPENDIX C: Performance Measure Summary Chart

GOAL I: Continuously improve the integrity, quality, and security of products and services to our customers.							
OBJECTIVES:							
A. Improve our business practices and infrastructure to achieve greater efficiency and effectiveness.							
B. Improve customer service through new technologies and partnerships.							
PERFORMANCE MEASURES:	FY 99-00	FY 00-01	FY 01-02	Target FY 02-03	Target FY 03-04	Target FY 04-05	Comments
A. Reduce the average Driver License transaction processing time.	NA	6 min. 10 sec.	6 min. 34 sec.	6 min. 19 sec.	6 min. 19 sec.	6 min. 19 sec.	Measure applies to field office transactions only.
A. Reduce the average Vehicle Registration transaction processing time.	NA	6 min. 16 sec.	6 min. 36 sec.	6 min. 21 sec.	6 min. 21 sec.	6 min. 21 sec.	Measure applies to field office transactions only.
A. Increase the number of offices with advanced IT network capability.	48 Offices	12 Offices	12 Offices	55 Offices	75 Offices (All Completed)	N/A	
B. Increase the types of service transactions available through alternative delivery methods.		2	6	3	6	*	

*Targets to be developed.

APPENDIX C: Performance Measure Summary Chart

GOAL I: Continuously improve the integrity, quality, and security of products and services to our customers.								
PERFORMANCE MEASURES:	FY 99-00	FY 00-01	FY 01-02	Target FY 02-03	Target FY 03-04	Target FY 04-05	Comments	
B. Increase the percentage of satisfied field office customers	80% 4 th Quarter	83% Annual Average	82% Annual Average	84%	84%	84%		
B. Increase the percentage of customer satisfied with telephone technician and alternative service.	N/A	79%	79% 3 rd Quarter	80%	81%	82%		
B. Reduce the percentage of applications requiring a Social Security Number (SSN) verification that did not verify on the first attempt.		9.18%	10.6%	*	*	*		

*Targets to be developed.

APPENDIX C: Performance Measure Summary Chart

GOAL II: Enhance consumer protection and employee/public safety.							
OBJECTIVES:							
A. Strengthen the policies and procedures used to significantly reduce fraud and identity theft.							
B. Strengthen traffic safety and consumer protection programs.							
C. Strengthen the vehicle registration and titling programs.							
PERFORMANCE MEASURES:	FY 99-00	FY 00-01	FY 01-02	Target FY 02-03	Target FY 03-04	Target FY 04-05	Comments
A. Reduce the number of Driver License/ Identification Card applications proven as fraudulent.			*	*	*	*	
A Reduce the number of investigated cases that are proven to be fraudulent.			*	*	*	*	
B. Reduce the number of documented Driving School violations.	246	189	88	75	75	75	

*Targets to be developed.

APPENDIX C: Performance Measure Summary Chart

GOAL II: Enhance consumer protection and employee/public safety.								
PERFORMANCE MEASURES:	FY 99-00	FY 00-01	FY 01-02	Target FY 02-03	Target FY 03-04	Target FY 04-05	Comments	
B. Reduce the number of documented Traffic Violator School violations.	565	316	292	200	200	200		
C. Reduce the number of delinquent vehicle registration renewals.	2,567,140	2,814,874	2,821,142	2,800,000	2,800,000			

APPENDIX C: Performance Measure Summary Chart

GOAL III: Continue to develop a satisfied, professional and skilled workforce that is motivated to deliver unrivaled customer service.							
OBJECTIVES:							
A. Maximize employee knowledge, skills and ability. B. Further invest in employee training and job preparation. C. Improve our ability to initiate and manage change.							
PERFORMANCE MEASURES:	FY 99-00	FY 00-01	FY 01-02	Target FY 02-03	Target FY 03-04	Target FY 04-05	Comments
A. Increase the overall average rating employees receive on their Report of Performance appraisals.							Implementation process under development
B. Increase the percentage of employees completing the minimum required training for their classifications.							Implementation process under development

APPENDIX C: Performance Measure Summary Chart

GOAL III: Continue to develop a satisfied, professional and skilled workforce that is motivated to deliver unrivaled customer service.							
PERFORMANCE MEASURES:	FY 99-00	FY 00-01	FY 01-02	Target FY 02-03	Target FY 03-04	Target FY 04-05	Comments
C. Improve the overall employee perception that policies, procedures and operations have a customer service focus.							Implementation process under development

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